

## Iranians <br> Press Raid

 On BasraClaim Adrances
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 Igrael Sets Sum In UNiFIL Death
Contra Arms Deals Traced to Lisbon

Bi Karen DeYoung
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## Zhao Declares Hu's Removal Signals No Change in Policy









 year-old of man and rwo kiling 35 s.

 long threatened
in he Gif War. Mr. Velayati during a visis to
Tinpoij Libye was quoted sas say-
ing -The hates victories of the lranian forese in their ongoing opera-
tions will eontinue tions will eontinue till the
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pation of Suitit Mosicm clegrgyen
that the throat of the ageressor that "the throat of the ageressor
Irap regime had never before been
so tighty mipped. ${ }^{50}$ Hahly y yipped."




Ecuador's Leader Freed In Exchange for General

 resign. They suggosiod that the
leaders had nou rssived all their
See CHINA. Page 4



See War, Page 4
Kenya Abuses Dissidents, U.S. Legislator Asserts




 We have seen evidence for the Mr. Wolpe ssid he was not seck-
ing
confonataion but wanted to

- 24 hours of a drastie increase

 tative Howard E. Wolpe. Democral
of Michigan
Mr. Woppe who is chairman or
the House shicomminter on Afrit.





## 2 Jailed Shiites Part of Plot in Europe, Officials Fear

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 church leader." Mr. Wolpe. said, not in the interst of the state to Mr. Wolpe. who had planaed to
meet with President Danicl meet with Preident Daniel arap
Moi mand two mabinet ministers,
said he was told Mon and two cabinet mininters,
suid he was old the officials were
"oot availbble." Mr. Wolpe delined to say
wheber he felt Secrerary of Slate
Goorge P. Sbuly had failed to addoress bee buman rights issued during
his recent vist to kenyy. Mr. Wolpe called for the relesse
 publications"
Dorens of Kenyans





TERROR: 2 Jailed Shïtes Part of Plot, Officials Fear







## 2 UNVERSITY




Trial to Open in Italy Blast










Media Group Acts to Fight Censorship

and

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 ribion

The tisolution urged creation of 10 censorship peasures and to oil The dediration supported send-
ing fact-finding missons to counn


## Shultz's Goals in Africa

Building Markets, Cutting Soviet Influence Were Among Priorities
by Daid K Shipler
WASHINGTON - Giving for

Aquino Offers Talks After Moro Rebels Halt Attacks


## WORLD BRIEFS <br> U.S. Lifts Ban on Drill Sales to Soviet







 Seoul Reports Dissident Was Tortuned:




 French Aide Denies
$\qquad$ e fu
op


Soviet Activist's Wife On Way to US.






Kemp Said to Set Date for Candidacy:





 For the Record










## Europe's Cold Snap Eases But Death Toll Keeps Rising



Renato Guturso in 1881 . Guttuso, Painter And Italian Foe Of Fascism, Dies


## after 1 Iolog iinness, Mr. Gattuso was




 style in the 1930 suder the influ-
enceof Por Picaso, , but he crummed to III berezanaistic style as World War
He painted an attistic record of



Big Protestin Sau Salvador


 largest worker and
zution
vadoran Wo Nortionan

## FRANCE: Mood of Charity





 Many of the French remenber
the days when the homeless slep





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Sandinists, Communist Party: A Split on Ideology


CHINA: No Changes, Zhao Says






| $y$ to support proposals designed weakea the Sandimists control. | ties to Communist goveroments arcound the woild, seem meomfort- |
| :---: | :---: |
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| coe, bout Conmumist 1 le |  |
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| American convicted of carring | Unill 1984 , he C |
| 泿8 | ty was part of the "patriotic fronl" |
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| The Sandiousts, who .penty ac- | in irrade urions, whereleederss oftcrn |
| knowlodge their ideologicil | complain about restrictio |

## 





## Mexico's Leftist Parties Try to Form a Unified Opposition






ARMS: \$5.6 Million in Illegal Contra Arms Shipments Apparently Made Through Lisbon
(Contsmad from Page 1)

 ther ordered nor rexived weapons as ant poin destinaicion or transshipment point for contra supplices
Bothoffiails said Gentral Caseres Roins had not signed the cutirifcalcs. The deferse ministes ssid an previous oner ben invorved in he simpments










## Which

 merchant bank offers most to the world's public sector?Why has Schroders been involved in more privatisations than any other merchant bank?
Is it because we offer the depth of resources and breadth of expertise necessary to manage the most intricate and complex transactions?
Is it because our global network has led to our senvices being successfully deployed on major assignments in Europe, America, Asia and Australasia?
Whatever the reasons, govemments and state industries around the world have benefited from ourservices because, through extensive experience, we have buittup a detailed understanding of theirspecial requirements.

If you require help with regard to privatisation, the commercialisation of state industries or the provision of private finance for public sevices, then please contact Gery Gimstone or Nicolas Lethbridge at 120 Cheapside, London EC2V 6DS. Telephone:01-382 6000. Telex: 885029 .

## 造 Schroders

brings 2 change of artinde. It is removing the old distinctions
berween owners and workers. 1 believe is has made manygemer and workers togerther more dedicared to the mask of managemeneng
and And 1 belicve that rogecher they have already shown thar this
process works." Press Employee infrerse in owning shares in cheir own companies
has, feels Butcher, already served 252 scarement of cheir own

 omployers in privanized companies. Whesen the National Froight Consorium was sold, 11,000 employees and chcit familise bought
83 percenc of the equiry A further 7,000 employest hive bought
 percent of is employees applied for share.."
Thirreen major companies have been privatized up to now bur
the govemment has plans m ransfer around anocher four $\mathbf{~ o ~ t h e ~}$ the govemment has plans to mansfer around 2nocher four $\mathbf{~} 0$ the
privare sscror, depending on marker conditions, before the end of


 and British Gas. In the same privaization period, all six of
Brivan's warship yards were also sold four of them in manage Brizin's warchip yards wace also sold four of them in manage-
ment buyours, and six subsidiarics of the National Bus Company were sold, five in manazgemenc byycurs. The four remaining stance
companies up for raansfer are: Briosh Airways. National Bus, companies up for transfar are: Briosh Airwaz
British Aipports Auchoiry and Rolls Royce.
By the end of 1987, after we BA, BAA and Rolls Royce sales. almost half of what comprised the stare commercial sector in 1979
will have been sold Whit
While there have been wories chat privatizaion preempts
funds for the privare secror, Burches feels they are unfounded funds for the privare secror, Burcher feers wey are uniounded
"The timing of sales is carcfully planned," he says, "and the "the timing of sales is carcefully planned, he says, "and the
capacity of the market has been exrended by new investors actuanced by the very success of privatizaion. Marker cappaity as 1 result is vcry considerable - over ss billion was rised by $U$ companis on the Stock Exchange up to December 1986 Overseas incerest in che privatization program concinues to
grow and is, in fact, providing room for 2 new export grow and is, in ficch providing room for a new aport -
privatization know-how for many British instixuoins who have been involved in the British process. Two Bricish banks are now invalved in the first French privatizacion project of Sainc-Gobain, che giant glass and building marccials company. Scercal instintions have also been approached for ochce French privatizatio
projects, and ochers in Europe and other pars of the warld
Where will it llled? "In Brimin Id like ir mad moun
Where will it all lead? "In Bricin, Id like it to lead to much
wider sharc ownership," said Butcher. "Atre" 'lll, 60 percent of our wider share ownership, said Burchar, Anter all, 60 parcent of our
people now own cheir own homes and thax's one of the highest peopple now own cheir own homes and thap's one of the highost
natios in the world I think it would be magnificenc if we could gec 60 percenr to own shares in induscry and more people joining,
those who alrcady have caken a real share in the nation's assers."

The government's strongess card at this point is, undoubredly,
the record profic mosi of the companies have challhed up since the record profic moss of the companies bave challerd up since privatizarion. Jobon Burcher, the parlizmencrary Undersecrecrary of Sarce for Industry, holds an impressive iss and points our chat diss
is just the beginning. "Privarization has revirlized some of our most imporant induscries, has brooght about the very changes thas British industry has long needed - less scare interferencc, more efficiency, berter service to customers, incerased incentives given ro wider share ownership has helped ceare a more positive
arciunde among che public at large ero che future of Brio
It has creared a new The indusstrial success of the program, he says, an be measured in the sudden surge of profits from che newly privarized compa very definiecely, had lose their place in compective world markercs. "The figuness speak for themsclves," be seid. "The National Freight Consotium's pre-rax profics are up 70 percent for '8s and
up six times since its 1982 privatizaion. Cable and Wireless hos registered pretax profirs up four-fold since is 1981 privatization Amersham's pre-ax profit bad doubled since it went to the private sector in 2982 Jaguzr has come from near-banknuptcy end exring ion to lead the councys sumomobile exports since is privanizaic to " 81 , with ourput as record levels and the provision of 1,500 new iobs. And British Aerospace has ripled ise pretcax profits since privatizarion in 1981.
Burcher believes hata an imporrant ingredienn in the success of
the privarization process has been the commiment of ouployces the privaization process has been the commiument of employecs
and the publie to become involved in the country's own industry. "It has suved wo clange the national culture" he sizd "Individ. vals now no longer ser share ownership as someething for we rich
7 I It is someching they can all beconse involved in And when it
means owning 2 parc of their own company, then obviously it

## Keen Foresight Marks a Forerunner

In lare 1983, when he Briosh $\begin{gathered}\text { tumed its experise to good use. } \\ \text { Government began planning } \\ \text { "The involvemenr has }\end{gathered}$ Govenment began planning

- for che privaizacion of British
Telocom, European investars Telecom, Earopean investors
had litrice interest in buying
UK shares. In facc, the mack UKK shares. In fact, che crack
record
mos ins insignicant that the financial hooses were hard,
fy about to be inspired by Britfy zbout to be inspired by Brit-
zia's venure inno privaization or the vague incersss of European investors And when che
Chief Chief kxeruove of the Swiss
Bank Corparaion InvernaionBank Corporation Inremacoon-
a Lrd in Lendon came forward
 pean share ranche, no one rook
him woo seriously. The Broiosh Government obviously felt it
worth a try butt, racher cuucious worth 2 ury but, racher cautious-
1y, decided cose, would mean Swiracrand
only. The Europeans after alll, only. The buropesses after alll,
had hardy fallen over hem:selves to play U.K, stock mar-
keces up to then and trying several European countries ar the same time was not considred feasible
Tad S Swiss Bank Corponaion thas de privicizacion process in Brimin would generate a new European interess and held immense porential Such foresight
paid off. The bank which had paid at The bank which bad
been a lone ruinere ar the sart handled te Swiss share offers for Bricish Telecom, Brixail and British Gas It has also won che advisor's rale for Ranque Pari-
bess It is nolonger a lone bidder bas. It is no longer a lone bidder proven the market with che proven mee market with che
Telecome exerciss, and has sinoee had to join a long line-up of instirutions in what is known in-house as "the beauty parade"
to bid for the Europeran ceanche to bid for che European manche
offerings. It has, howeve,
helped us enorroously," esphained JJlian P. Summer, the
bank's cuxcuove director. "We
arce one of the leding housco of are one of the leding houses of ket and our involverent with he Birish govecnment has
helped build on our name Welped build on our name
Ewoppean tranch thres ensuccostaul European tranches and we have
one more to handle 1 don't doubr mar the opperrise we win the role of advisoos to the French government for che
floasing of Banque Paribss and is thading to further business lishing suxth 2 mact." ryecord of succasses, the Swiss Bank Cor. poration now bopes to beccone uris' privatizarion processes
Summar, in fact, envisions a massive, boom in EEropan
urading as a result of Rricin rading as a result of Bricain's privatizacion programs which,
he said, are already speantead ing similar plans in many other According According to Summer, the recich apptar to have the most lined pro, led by he massive Saint Gobain Corporation and Banque Pratibas. There ere also igns of incressed accivity in Germany, Holland and Austri2 unc de one market char could
develop in the future is Italy which. Summer pointed our, hhas, enormours $\mathbf{G}$ Goved oument holdings ging into almo ay imaginable area" While overseas share offerhave in British corporaoions
have mer win some opposihave met with some opposi-
cion, Summer believed thax the

Government's rightly con-
rolled program, gencrally not
allowing more than $15-20$ per allowing mone ehan 15 So2 per.
 Bridosh business
There are
TTher are many clear ad vancages so be gined from having overseas sharcholdess," he
said "Ic gencrates 2 loo of inceos for the companies involved. in world markers, and cicour2ges greare invesmenc. And
one of the obvious advanazes onc of the obvious advancuges
of having overseas ranches is oo gencrare a better price." He listed as an cantiple, the Britoil experience. Afrer a di-
ssstrous firs issuc, Brioil mata nervousty reviewed the next offer. Bust noisese of the sofrening of oil prices, and posioive
interss from Europe and Cana interess from Europe and Canada encourgged
anocher look
old "I chink the only time over-
seas offering could be rally seas offering coold be rally unpopular,". said Summer,
would be if the man on the would be if the man on the
sreet in Briain couldn't buy strect in Bricuin couldn't byy with the Bricish Govenment regulerions. They have what is called a "claw-back" stipulation which means chas if recoil inestors apply over 2 certain
number, then some of the shanes can be caken back" This happened wich he bank's inioal allowance of 175 million Bricish Gas shares worth 5230 million. Undar the caw-back
clause, the bank was finally left whish 102 million shares worth $\pm 137$ million.
"It could be argued, ssid summer. "that, as che deal gor closc, Brinish Gas could well tially, the size of the 56 billion
offering was unthinkably large. subscribod bur, a year previously, it had
size" An addizional government bonefir of having goomenne like he Swiss Bank Corporacion, in using the banks reclaively low commission scructure to lever lower prices from U.K insituons involved "The government use us to bash the
insimuons in Brixin," said Suminc. "If they are asking for 2 yied of ren percenc, for cxamPle, then the government can
argue thar the Europan offerrgue thar the European offer-
ing is only cossing six percenc:ing is only cosing six percenc."
Summer explined thar while
his bank has kepp incomer his bank has kepr iss commnis
sian demands relaovely low, it sian demands relaoively low, it
has achieved 2 grear deal of has achieved a grear deal of
benefirs from bcing involved. How does Sunmmer sece Euro-
How pean inceress growing in Brit-
ish shares from now on? ish shares from now on?
"Well", he said "British Tele. com really turned the mblles. com really turnd the ubles. mous Eurrpean increrss in British sharcs And Telecom served 25
cool. Propleste who invested in rool. People who invested in Telecom doubled cheir money
insundy. Since chen, I chink the privatization programs have served to concinuously awaken peoples strencoon Ard that - hass definitrly meant an
increase in European invesing increse in E
This supplement is the fint in a
seris of Special Business $E x$ pansion of Special Business Expansion advertising settions,
woritten and reabd
Francis and Dominique Surnn Francis and Dominique Surd

## Schroder: A Hands-On Approach

| Gecting involved in privatizocion means geting involved in the operations of the compra: nies themsclves. For 2 merchant bank like Schroder, thar has meant 2 varicty of experiences: from sending in teams of finarcial experts oo learn che ins and ours of runsing ports and mansportation networks, to studying the larest advances in modem communicarions. <br> Derek Necherton, we directot of J. Henry Schroder Wagg Led in London said, "It has been necessary for everyone working on privatization projects to fully undersand the company and iss all-around operacions. When we becme involved with the Associarion of Bricish Ports, for example, we had to send in ceams who, at first, had liicrle idea of how a port actually worked. So, they had to stay and study the enrire operacion and ensure a thorough knowledge of each port facility. Schroder evencually must write the prospectus, and that becomes the selling documenc, so 2 comprebensive study has to be made" <br> Schroder was, in fact, one of the city's first financial institutions to become involved in Bricain's privatizarion lincup. In the early days of Prime Minister Margaret Tharcher's govemmens, they were called in to advise the Nariooal Freight Corporation on iss preparations for privatization. <br> "Ir was 2 difficult time for the company," said Netherion. "They held less than 2 ten percent share of the fragmented marker. Their main competisors were de small haulers. They had been forced to reduce cheir work force on the pareels side due to the changing ways of parced ransportation. Andthe British Rail contract they | had was not ar all profitable for eisher side Their strength, however, lay in che delivery side of their business. They had ried to differentiaxe hemselves from ocher delivery transporters by ensuring retum loads. So, if they were delivering something from point $A$ to point $B$, they would มim to get a lond from point $B$ back to point $\mathbf{A}$ And they had moved into the foshion business with companies like Marks and Spencer, and into cold storage wim distribution so and from deposs. They were diversifying into areas where stervice was important. When you saudied the overall piccure, they had a loc of opportunity." <br> Schroder's cask was to examoine che different ways in which NFC might go about privarizacion. The government was ezger to see NFC given a chance wichin the privare sector, and finally 2 murual decision was reached with NFC for 2 man-agement-led buyour and a consortium was formed <br> "It was 2 politically attractive project for the govemment, whith wis quite avid abour making progress in privatization," sid Neberton "It was an enily runner in the wid ar share ownership program and the company was fortunare in that its employees reganded NEC as cheir own and were prepared to make the risk of investing in it, It wres, and scill is, an encourging erample of privatization." <br> Schroder, however, had to wade chrough many difficulcies to set the stage for the final buyout. Firsc, che company had 2 esomillion debr probleri; cherefore it could nor use its land assecs as collateral bocause, rechnically, the creditars would move in if someching went | wrong. The rule was finally changed and the banks involved were able to acquire better socuricy on these assets Then there was a problem on the pension fund side. The fund represented iwo to drree times the value of the company, 2 chough usually it should be only abour half the worth. The govermment stepped in to fund the deficiencs. <br> After me NFC experience, Schroder became invalved in the far more complex arteropt to privatize the Association of Brísish Ports. <br> "It was de ugly dudding curning inco 2 swan stocy," said Necherton. "Schroder was colled in mather late in the day to advise the governmenc So we senr off terms to different ports to comaine be situation. The work force was shinking - it was the time of cosual labor at the docks and strong management The dock labor scheme stipularod that all dockess were guarannesd wock And thes were moving inso contsinecization, which served to decrease the number of employess required <br> "When we were called in, the government had docided to sell off only 51 percent of ABP, due to sensitivity wichin the workforce We had to ury and make the dell artuactive to investors. So we had to fully comprehend every aspect of activi5. Docks, to non-insiders, usually mean coouble - unions and strikes. Wre decided that the gield on the shares should be abour 10 percent It whs apialized ar efts million, so it whs small The record did nor look very good, so ABP requirod an excellent descriprion and the employees needed to be ameliorated with free and preferred shares." | On de day before flocrion.由e merchant bank involved wish ABP signed documents for the govemment gramenter. ing char it would cake all unsold stares in we event char the public did not sabscribe. <br> "Schroder, becmuse it joined lace in the day, had no time to do his," ssid Necherma. "Bur we obviousty were concemed for ist overall sucoess 1 press conferenoe was colled and the press could well have concentrated on all the segarive poinos, like the unioos and strikes and the low protics, ar they could have gone the ocher way and ralled about the pozendial of the propery. Bur the press was very positive on the issuc. And the ABP offering ended up being 33 aimes oversubscribed, so it worked our juss fine" <br> The government sill held 49 percent of che shares, so when. the second cranche crome up for offering, it was decided 0 try and affer shares by tunder. <br> "There were worces that it would not work," says Nethercon, "bur they gor 2 mach beroer price of 8275 per share It was 2 navous time, mough. boccuse the markest had tacoed against us, so the 5275 -2-share achievenent was newarding. And the financial press ${ }^{2 c}$ knowledgrod that we had obcrined a becter price, so is was considered 2 successful render." One of Schroder's most challenging involvements with modem rechnology in che British privatization lineup come with the second tender of Cable and Wircless, the litcle-known but giant Bricish communicaions company. <br> "Cable and Wireless is the 14ch-liargest company in the country," sid Necherton, "bur it wes not well-lyown to the | prablic In facr ic wes a. very modern company and is rechnology was, in many ways, superior to char of Berish Tele com If noedad vilue for money advertising It was gaing for 2 less-wide zudience than Bricish Telecome and did nor wanr a repear of over-subscription like the first share offering. It also wanced to rase its profile in JFpan and Cenide It saw the Fix Fass, for example, es 2 ma . jor porential for growth" <br> Schroder came up with 2 nord stracume for the 5900 million Cable and Wireless offering. "We had to ensure that chere were enought shares aviil abie for the public bat, oa the ocher hand, had to consider Whar would bappen if the public did oot go for the offering" sid Netherion "We had to Ggure our 2 balance So we decided to scll some to the instinutions first so we would be left with only 2 baiance If we insinutions were already paricipring, then thar showed 2 factor of onfidence. Then we canc up with to unosual structure where about 60 percent of the 2900 million had to zavally sell. Bur, wishin this 60 percenc, some 30 percenr were boughe by present shareholders so, in reality. there was oniy $30^{\circ}$ percent liff for Cable and Wirciess to hardseli so the mariste:" <br> For Schroder, such involvement has only addod to iss acive profile in the Barisich coonomp. In 1985, the Londan division of che company possted record profics and participated in 22 public ulkoovers and bids conchaded during the year. <br> As 2 result of its stacessful involvement with privarizntioa, Schroder is now advising oversess companies and govexuments on similar ventures. |
| :---: | :---: | :---: | :---: | :---: |

## Kleinwort Benson

has acted as an adviser in the following privatisations

| Saint - Gobain | December 1986 |
| :--- | ---: |
| British Gas | November 1986 |
| Cable \& Wireless | December 1985 |
| British Aerospace | May 1985 |
| British Telecom | November 1984 |
| Enterprise Oil | June 1984 |
| Cable \& Wireless | November 1983 |
| Associated British Ports | February 1983 |
| Cable \& Wireless | November 1981 |
| British Aerospace | February 1981 |

The total value of these offerings was more than
£12,500,000,000

Telecom's New Commercial Approech
 Telecom (BI) writing list for relephone ins halarions. Those wild 2 line had to tephone apparaus from the
tol teleppone apparaxus from che
company, and fequencly had complinins on the service. Thar represenned a captive dientrele for Britain's sole
crions company.
car
Today, the wriding list has now choose and buy heir own apparrins from 2 large selection prefer, and the compiaints are qurely
quid delining.
While Briish Telecom's rocent imporvementss cannor all
daim to have come about as dresult of privxizarion - many
 1y stages of implemencrion before the shares wree lloaved -1
we new company strucure and he new company structurt 2nc
me mare ionorave approach
o management have allowed mo management have allow
for troididbased oxpansior WFillarn P. Kember, Briaish
Telecom's Corporate Finaniol Telecom's's Corporate Financial
Controlle, bedieves thar privaControllec, believes mar priva-
tizarion's most imporant impact on the companty has been
to change. che whole "culture" to chainge .he whote "culture"
of the. communiacion giznn's internal management structure-
It bas onabled us, in the firss place, to make more of our decisions on conmercial in-
stead of political grounds," be scead of
sid
Ken

Kenber poind Brisish Tclocm itelf is a part of one of me fastest and most comptaitive growth indusstres
of tis 2 ge and, as such, re quired 2 thoroughly comm ain approach on business The Tecw, commerrialty on to romain an accive compections in tee word markectplace while. providing more comprethensive back hose nad consumar sevicos back hooce Acconding to Kembler, BT resty can claim to "run the servioc in the woold," basing his chim on, among other
hr ny is intemarionally repured to have the most comprechensive
mage of self-dial sevices sviilable Chrough is narional net-
 counncies-with Chinse links
to Peking. Shanghai Guangziou, Shanghai and 173nd last Dece 1. BT also has
 xampla, wich Celloest tee mo. bile phone syxum, wich Respel,
 dom has allowed us on beome crive in cable TV anditiverifin half a dozen franchici we itions aree. Since prinezinuion pe bought the Crnadien coan PABX equipmecrs lapotinion al Air Redio which in trim im

 One of the most saccestaly
innovzions, already mickeing
$\qquad$into mine BT differenc commaunicorions areas, parricularly chose
relacing to business, it has badto follow one conssanar majorobjective since privaizarion to
kecp prices down for te boninflacion countris silise we US.and UK treed political pres-
sure to incresse their prices,"sure to increase theit prices.
said Kembles "They were real.ly out of balance buc, in the
past cwo to mrece years dery
have been ar the corect levelynearer to the actual cost AndTion shampanoldars, including95\% of BT scaff who boughtinto che company when it wres
wurned over to the privare secwurned over to he privare sec
tor in 1984 BT has found it veryexpectacions.
Ticult to action proven roo dif.Ticult 10
panded
insalledinstalled sophisticumed equipment in 6,000 oriephone $e x$ -changet around the country ispart of an ongoing moderyizs-rion plon, inssinuted 2 chain ofvariery of 2 pparaurus, and hasmaniery of 2pparausus, and basservices to suit we needs ofmodern day commerce, financeand induscry."Iibecrlizarion hes allowed
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increses our butines aincresese our business 2 suivi
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The CBS succoss $\operatorname{led}$ is io develop simiaiar ssserms for non-financial Such innovacions have all boen good for Atitish Tcle for the management. As Kember sidd "Prinish Telecom is definitecly living in $a$ more exciong sime. $A$ lor of coomerecial dive has beon sect frec, 2 inve thy 252 resule?

## Newcastle to NewYork, or Madrid to Miami? Move with Pickfords.






Head Office: 492 Great Cambridge Road, Enfield,
Middlesex EN1 3SA Tel $01-367$, Middlesex ENI 3SA. Tel: 01-3670045

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| Amersham Makes a Smooth Changeover |  |


| One of Brisain's most interest: ing companies to bid for privarization was undoubtedly Amersham, the radioactive isotope supplier whe gor into the business by speak, accident in the first place. <br> Its debur in the field of producing and researching radioactive substances came after consignment of radium ore for huminous paint from the Belgian Congo destinced for Germany was intercepoed just 2 year after the declaration of World War II. <br> Ar that cime, England did nor have any cadium but cercoinly have found use for some. So the govemment commissioned the company Thorium to icfine the sibstance so it could be used for diverse applicriions such as luminous paine. Thocium passed on the rask to one of its scienusts to tind 2 lab equipped for soch 2 nask The search was fruitless uncil one right, while consoling himself in a good old English pub in Amersham, the scientist was informed thar a good piece of real estate with a house was up for sale oght next door He bought the house, set-up laborezorics and the rest is history, including the Amersharn saff who, after 46 pears, still pay cheir visit to the famous pub, the Whise Lion <br> $A^{\prime}$ few years after the end of che war, great progress was made in the field of man-made radioactive products. In 1954, this whole development aren became part of the U.K. Aromic Energy Auchority and continued whar whs termed in those days its "peculiar operations." By 1958, it tad asked the govemmentit to be responsible for manufacturing and markecing all products derived from nadio isoropes. By 1964, it had become 2 self-accounting business operation. <br> Witu such an individualistic and strong business perception, it is no wonder mar Annersham progressied so well, so quickly. As Burgess; the Chief Executive of Anjersharm poinits ouc: | cent cheme which has been thar regartless of ownership, the operation was always run as a commercial enterprise So actually, privatization made no dif. ference for us, as it did for a company like Brinish Gas who were were never run as a cornmercial venture:" <br> The privacization wave hit Amersham in 1971 when a bill was issued nuthorizing the govemment to sell up to $49 \%$ of the company. The government, bowever, wented to sell off the whole operation, so an Act of Parliament was required The Act was announced in 1979 and when privarization occurred in Fcbruary 1982, 271 million of shares pallod in $£ 1.75$ billion worth of applicioions. The firss day trading generased 520 million, 2 blow to the governmear who had just previonsly overpriced the Bitoil render, and had now priced Amestham for $t 00$ low. <br> From the employes's point of vicw, Burgess recalled, priv2tizarion was initially received as 2 pocential hrear to their sable and secure jobs. "The company was successful," he says, "and they were gerting good benefits, so they wondered whar privatizacion had in store for them. At chat time there bad been only two privatizarions and Amersham was the third" <br> Out of che endless discussions bewween Amersham and the govemment, emerged the creacion of what is now referred to the Golden Share. "While working our 2 deal for us," said Burgess, "the government was also preparing for ine privacizaoin of Britois During ane of our conversations, the ropic came up of how iney could keep some sort of control over the company, which was 2 most consideting it was such an inportant resource of energy. So we all all came up with the concepe of the Golden Share and ic was decided thar it would be applicd to Amersham also. The Golden Share 25 xpplies to toany of the privatized companies, is an all-powectul govem- ment share in 2 very rescricted | sense, which procects the arricles of the company. It holds no values or dividends, but it can stipulare, for example, thar no one shall own more than $15 \%$ of the shares. Burgess explained thar the government has "poweful weapors to fight this if they suspect someone. They can'require him to sell down to $15 \%$ and have no voring rights until then." <br> Dr. Burgess, 2 young 57 year old, joined Amersham in 1953 as 2 research chemist directly from University College, London and soon went into the produccion side. By 1960 he had switched to marketing and wos running Amersham's U.S. conpany. "Amersham wrs atways considered the oddball as far as <br> Dr. Burgess <br> the government was concemed," said Burgess. "We were small and yer commercial, so we were always allowed to ger con with the job. As long as the business was successful. there wes 2 hands-off policy." <br> Although Amersham is known for its radioactive prodncts, in the past few years its business has been shifting inwo noo-radioaetive products. "We've gone through 2 few seiges since the lare forties," commented Burgess. "At first we doalr wich natural sadioac. tivity but then we were obviously limited by the supply of such substances. And as the products become more sophisricated we had to find an alternative roure Man-made radioactive substances are creaced through 2 nuclear reactor and we use two which operare by | aum on a three-week period" <br> Bur although radioactive roducts have been the lifeblood of Amersham, their skills are evolving one step ahead of the clienss' demands. "We are geraing more and more into the demistry side wo research and meeting the specialized needs of the customers regardless of whecher or nor they are radioactive," sid Burgess. "We make, for example, diagnostic procucts whid we call ' 2 chemiscry ser widh 2 recipe.' This involves taking a hlood sample and doing 2 test according $m$ che instructions of our recipe. Well provide the rube wich 2 subscence and by following che inseructions you can tell if che parient has cancer, is pregnant, or has 2 problem wich the thyroid function." <br> Previously, noching as sensiove as radioacrivity existed, bur Amersham has now come up widh 2 unique technique char is even better. This consists of measuring with light, using signals instead of radio-2ctivity. The advancage is chat there is absolurely no radioactive use and che signals can auromare the process Ir is also more coss effective, quicker, and efficiens <br> Burgess is the first to recogenize thar the market is moving towards non-radioscrive alternatives. "Amersham reacts mo clients' needs," be said, "so we have introduced a new sector of non-radionctivity." <br> For the past five years, Amersham has experienced 2 $20 \%$ growth rate and is concinuously diversifying. In 1986, out of the 120 new products added to iss range, three quarters were non-radioactive. <br> Most of its exparts are in Europe, representing half the export figure, winh 2 quarter going to Norch America, and some in Japan, Amersham North America with 2 15\% growth each year representing 2 20\% return "We are successful," condudes Burgess, "because our products are first nare". |
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Kleinwort Handles Big Privatization Moves


## Heralionte

## Iran, Iraq and America



## What Is the SDI Policy?



After a Visit to Africa


## Other Comment

AIDS: It's Prudent to Panic unit in dispppara Along with most of my











There Is Much Unfinished Business on King's Day

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Nonviolence Was King's Chosen Tactic for Achieving Justice


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## The 'System' Will Survive

The Sad State of Reagan
By James Reston


Symptomatic Crime Will Continue




 Stereotyping, Discrimination, Violence
 Howard Beach Started 200 Years Ago



IN OUR PAGES, 75 AND 50 YEARS AGO











# A Monihly Report for the International Investor <br> Hterald <br> Monday, January 19, 1987 <br> <br> PERSONALINVESTING 

 <br> <br> PERSONALINVESTING}

## FOCUS

Dollar Fallout
Leaves Goldbugs
Disappointed







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UPDATE
U.S. Voting Debate:

The Latest Chapter


## Cashing In on Europe's Denationalizations

The sell-offs will continue in 1987 , bringing some big names to market.

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TELECOMMUNICATIONS


FINANCE Paribas will test investors'
appetite for French banks.


MANUFACTURING
A St. Gobain fiber plant. Its offering
was major siccess for the government.

## FOR SALE IN'87

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## Rolls Royce

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## A New Set of Sophisticated Funds

Their bag of tricks includes index arbitrage and portfolio insurance.

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## Cashing In on Europe's Denationalizations



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## HOME IS WHERE YOUR BEST INTEREST LIES.



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## An Emerging Breed of Funds Uses Computerized Strategies




Lookingfor areal estate buyer? $47 \%^{*}$ of IHT readers mestim estate (excluding main home) This mens your canreach 80,000 International Real Estate section every Fiday $1)$


## Why the Funds Lagged the Market in '86 <br> hatr rose sevenfold between May and D -

The strength of blue chips made it hard for managers to outperform the major indexes.

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Swiss Bank Corporation for institutional investors.

## When you're looking at new markets, look up an old friend. <br> nternational portfolios are now in. new techniques, new markets, new challenges. But when you've been in the business as long as we have, that's actually nothing new. <br> A really meaningful innovation might be to draw up your own list of what you're looking for in the institutions that handle your accounts. <br> Define your objectives and your questions. Then, let's talk it over. hape We know from experirt to ta



Swiss Bank Corporation
Schweizerischer Bankverein
Société de Banque Suisse

## The key Swiss bank

General Managoment in CH-4002 Basile, Aeschenplazz 6, and in CH-8022 Zurich, Paradeplatz 6. Over 200 offices throughout Swizeerand. Worldwide aetwork (Dranches, subsidiaries and representatives), Europe: Edinburgh, Frankiurt, London, Luxembourg, Madrid, Manchester, Monte Cario, Pare


## Short-Selling: OTC Data Debunks Some Myths

Have all the advantages of a bank account in LUXEMBOURG, without actually being there.


Bank of Credit and Commerce


The publishing of monthly figures sheds some new light on this important market.

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## STRATEGY

Seeking haven in the one from Canada.


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WHAT is LOTTO 6/49?
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## HOW CAN I PLAY?

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 5 Giamea $\square$ \$225. $\square \$ 562 . \square \$ 125$.




## Choosing the Right Dollar



##  <br>  <br>   <br>  <br> READ ANY GOOD ANYAAL REPRTSTLATELV2  on vide uape <br> - on video tape

## Market Scoreboard

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the enormous federal budget deficit
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 See Eurobonds, Page is

## LastWeeks Markets



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Currency Rates
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Manila Hardens Debt Line
Seeks Lowest Interest Ever



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Europe's Confidence in U.S. Sags
Trade, Budget Gaps Combine With Fears About Fed

## Murdoch, Politicians Live and Let Live



## West Still Skeptical on Joint Ventures <br> With Soviet

## Tass Says Output Rises 4\%

MOSCOW-Industrial productian showed improvereant in most Conoony, the official news agency Tass said Sandia.




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 A Wersurn urade official with ex
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By John M Berry






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By Bill Keller
Now Yark Tma Saric
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## Fermenta Chief Resigns After Admitting Lie



## Reagan's Deregulator <br> To Quit as Head of FCC

By Reginald Suart













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opposiiion.

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INTERNATIONAL HERALD TRIBUNE, MONDAY, JANUARY 19, 1987



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## SPORTS

## SPORTS BRIEFS

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Wasmeier and Quittet Ski to Surprising Victories







Frankfurt


WORID STOCKS IN REVIEW / Via, Agema Franoofrese







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SPORTS
'Stripes' Has New Zealand Against the Wall
tonner Wins by 3:38; Kiwis Trail, 3-1, Call for Time-Out After Disaster Day'


Advantage in Heavy Air











Sukova, Leconte Lead Exodus in Melbourne, But Top Seeds Advance


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## Australia IV Has Lost Its <br> 

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## LANGUAGE

Some Arcane Prolepses

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POSTCARD

## An Island of Nutmeg











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